

PART II
APPENDICES

W912DR-04-R-0011

APPENDIX A, PART I

Fort Benning, Georgia

SITE DESCRIPTION AND ECONOMICS OF THE REGION

1.0 SITE DESCRIPTION

a. Fort Benning

1. Fort Benning is located in the lower Piedmont Region of central Georgia and Alabama, on the southern border of Columbus, Georgia. The Post consists of approximately 184,000 acres of river valley terraces and rolling terrain. The moderate climate and various terrains are well suited for infantry training and support missions. Fort Benning has excellent accessibility, is the terminus of I-185 and the location of Lawson Army Airfield. Fort Benning's sub-installation (Camp Merrill) is located in Dahlonega, GA and supported by 40 family housing units at Porter Village. Dahlonega is located approximately 180 miles northeast of Fort Benning.
2. Affordable Housing: The 2003 median sales price of existing single-family homes in Columbus is \$115,362. This median price is higher than many surrounding cities including Phenix City, AL, Macon and Albany, GA.
3. Highway System: Major highways include U.S. 80 and 280 running east/west and U.S. 27 and Interstate 185 running north/south. Interstate 185 runs south from Interstate 85 at LaGrange, Georgia to the north and terminates at the Fort Benning boundary.
4. Directions from the Columbus Airport to the RCI Office, Building #280 at Fort Benning:

From the airport take Airport Thruway west to Interstate 185. Turn south and take I-185 south approximately 6 miles entering Fort Benning at the checkpoint. Take the Custer Road exit and turn right onto Custer Road, follow one mile to Benning Boulevard. Turn left onto Benning Boulevard and proceed one mile, merge right onto Vibbert Ave. Proceed on Vibbert to Gillespie St. Turn right onto Gillespie and

proceed to Transportation St. Turn left on Transportation and proceed to building 280, the RCI office is on your right.

b. Units Assigned

1. The Headquarters, U.S. Army Garrison, provides installation support to on-post tenant organizations. Among services provided by the Garrison are: quality of life programs, legal services, housing management, security, fire and emergency services, building and grounds maintenance, and various logistical support for tenants and tenant activities.
2. The major tenants and their missions are described below.
 - a) 11th Infantry Regiment. The 11th Regiment provides training and education for the Infantry Career Captains Course, the Infantry Officer's Basic Course, 507th Parachute Regiment, and the Army's only Officer's Candidate School. It also contains an International Student Detachment and the AG Replacement Detachment. About 32,800 students from throughout the DoD and allied nations receive training annually at Fort Benning.
 - b) 29th Infantry Regiment. The 29th Regiment accesses and trains soldiers and infantry leaders. The Regiment demonstrates infantry tactics, provides subject matter expertise, develops doctrine and supports the United States Army Infantry School in order to provide the Army with soldiers and leaders that are prepared to fight and win.
 - c) Major Training Brigades:

Basic Combat Training Brigade (BCTB): The BCTBs mission is to lead and conduct basic combat, common military training in order to produce highly motivated, well disciplined, physically fit, combat skilled and values-led Army team members. The mission ensures that soldiers are prepared for Advanced Individual Training (AIT) and ready to make a direct and positive contribution to the individual combat readiness of the Army. Values are instilled in order to develop competent and caring leaders who inspire their subordinates; and to enhance the well being of families of all those assigned or attached to the brigade.

Infantry Training Brigade (ITB): The ITBs mission is to transform civilians into Infantrymen that possess the commitment, character, confidence, physical fitness, fundamental soldier skills and warrior spirit to successfully serve in the infantry.

- d) The Ranger Training Brigade located at Fort Benning provides all phases of Ranger training from the Mountain Phase at Dahlonega, Georgia, to swamp phase conducted at Camp Rudder adjacent to Eglin Air Force base in Florida.
- e) The Western Hemisphere Institute for Security Cooperation is located at Fort Benning. The institute provides professional education and training to military, law enforcement and civilians to support the democratic principles of the Western Hemisphere. Build strong relationships among the participating nations and to promote democratic values, respect for human rights and knowledge and understanding of U.S. customs and traditions.
- f) The 3rd Brigade, 3rd Infantry Division primary mission is to deploy worldwide to conduct mobile, combined arms offensive and defensive operations.
- g) The 36th Engineer Group deploys by land, air or sea; occupy assembly areas; receive and integrate attachments; and conduct assigned engineer, logistics, or medical support operations in support of designated Combatant Commanders.
- h) The Army's Marksmanship unit has three essential missions, compete and win in Interservice, National, International and Olympic competitions; promote the Army; and enhance combat readiness.
- i) Martin Army Community Hospital (MACH) serves a population in excess of 72,000 and provides a full range of medical and surgical care. MACH has been a major focus of Installation since 1958 when the original MACH was constructed and used until early 1975, when a 59,000 square-foot ambulatory care wing was completed.
- j) The Army's 75th Ranger Regiment headquarters. Their mission is to plan and conduct, joint special military operations in support of U.S. policies and objectives.

- k) Fort Benning is serviced by the DODEA school systems. The DODEA School System operates six elementary and one middle school on the installation for the children of military personnel living in government quarters.

c. The following web sites provide additional information on Fort Benning and surrounding communities:

The Columbus Times – www.columbus-times.com
The Columbus Ledger – www.ledger-enquirer.com
Channel 38 NBC – www.wltz.com
Channel 3 CBS – www.wrbl.cbsnow.com
Channel 9 ABC – <http://www.wtvm.com>
Channel 54 FOX – www.wxtx.com
Columbus, Georgia – www.columbusga.com
Fort Benning – www.benning.army.mil
Columbus Chamber of Commerce – www.columbusgachamber.com

2.0 INSTALLATION MISSION, VISION, VALUES and GOALS

a. Vision: The Home of the Infantry is focused on instilling the warrior spirit in America's soldiers and leaders, and committed to excellence in training, readiness and quality of life.

b. Mission: To provide the nation -

- The world's best infantry Soldiers and trained units
- A Power Projection Platform capable of deploying and redeploying Soldiers, civilians, and units anywhere in the world on short notice.
- The Army's premier installation and home for Soldiers, families, civilian employees, and military retirees.

c. Values: Honor, integrity, respect, loyalty, duty, personal courage and selfless service.

d. Goals:

- Leadership: Provide a command climate that supports the application of Army values by Soldiers and leaders ...anywhere ...anytime.
- Training: Provide the Army the best-trained Soldiers, leaders, and training products.
- Doctrine: Provide Soldiers, leaders, and Army units the best warfighting doctrine, regardless of force type or projected mission.
- Futures: Lead modernization efforts for Legacy, Transformation, and Objective Force.
- Force Projection: Rapidly deploy, redeploy, and support contingency forces anywhere in the world.
- Quality of Life: Provide the best quality of life for Soldiers, civilians,

- families, and retired alumni.
- Work Force: Recruit, train, develop, care for, and retain a world class, customer focused work force.
- Protection: Protect Soldiers, civilians, families, and resources entrusted to our care.
- Stewardship: Be the most efficient and effective steward of resources within TRADOC.

3.0 RESIDENTIAL COMMUNITIES INITIATIVE (RCI) PROJECT

Fort Benning is proposing to partner with the private sector for the purpose of improving and operating the military family housing community, utilizing applicable legislative authorities and the provisions of The Army's RCI Program.

4.0 RCI PROJECT VISION AND GOALS

a. Vision: Recognized in providing Fort Benning soldiers and families with quality housing communities in which to live, flourish, and succeed in a partnered-based and unified community, resident-focused, and postured into the 21st Century.

1. The family housing privatization project scope will deliver high-quality family housing communities that foster family lifestyles.
2. Community design techniques will produce effective solutions that appeal to residents, improve the curb appeal of the existing housing areas and deliver multiple opportunities for recreational and community activities.
3. Community design standards will result in timeless communities that meet the complex demands of the Army's culturally diverse families.
4. Resources will be optimized to meet the established priorities of upgrading communities and improving in the quality of housing of residents.

b. Goals:

1. Community

- a) The communities will be designed to foster a sense of pride in the community.
- b) Residents will feel safe walking through their community day or night.

- c) The internal circulation system of the communities will accommodate pedestrian and vehicular traffic in a harmonious manner.
- d) Green and open spaces will be used to serve as both recreational opportunities and connective links from one housing area to another.
- e) Community centers, recreational facilities and other amenities will be integrated into the communities and will serve as focal points of the communities.
- f) The architectural and historic character of all historic housing will be preserved and maintained in accordance with Section 106 of the National Historic Preservation Act.

2. Dwelling Units

- (a) All dwelling units shall reach an adequate condition within 10 years of transfer of housing privatization operations to the partner.
- (b) Address the identified requirement for housing units identified during the CDMP process, with particular emphasis on the build out that will be accomplished during the initial development.
- (c) Units will be designed to accommodate the lifestyle of the military family.
- (d) Storage will be sufficient to allow the soldiers to safely store personal effects and limit visual pollution in housing areas.
- (e) Residents will have access to sufficient covered/garaged parking to prevent excessive on-street parking.
- (f) Units will include outdoor areas that provide privacy, but also connectivity to the community.

3. Asset and Property Management:

- a) The financial structure will maximize the development scope and support short and long-term needs.

- b) Operations and maintenance services will be provided in a prompt, courteous and efficient manner, exceeding current service standards.
- c) Units will be revitalized or replaced on a periodic basis to maintain economic and structural viability allowing for the inclusion of state of the art features.

5.0 PROJECT SUMMARY:

- a. The Fort Benning housing privatization initiative will promote high-quality family housing units within the military member's Basic Allowance for Housing (BAH), less an amount sufficient to cover average utility usage and renter's insurance.
- b. Fort Benning proposes to convey an inventory of 4039 family housing units and lease the land on which the existing units are located, plus additional lands for deficit elimination and replacement construction to private sector Partner. In exchange, this Partner will provide for the new construction, renovation, operation, management and maintenance of the existing and future family housing inventory. This conveyance will be for a fifty-year period with a twenty-five-renewal clause.
- c. Fort Benning has 493 historic housing units that are listed on the National Register of Historic Places or have been determined eligible for listing. The Partner will be responsible for renovating, maintaining and managing these properties as part of the family housing inventory, in accordance with preservation standards established during consultation under Section 106 of the National Historic Preservation Act. See paragraph 15j for additional information.
- d. Fort Benning has 1,906 units constructed between 1949 and 1962 that are categorized as Capehart and Wherry-era housing. The Army has met all compliance requirements of the National Historic Preservation Act for these buildings through Program Comments published on June 7, 2002 by the Advisory Council on Historic Preservation. The Installation and selected Partner will consider Design Guidelines published for these buildings and document their consideration process during preparation of the CDMP, but are not bound to adhere to the guidelines.

6.0 FINANCIAL FEASIBILITY

Fort Benning has conducted financial feasibility analyses that support the viability of a privatization effort in which the partner assumes occupancy and lease rights to the existing family housing units and related underlying land. The partner will replace and revitalize housing as substantiated by a condition assessment of existing quarters in accordance with local community standards. For the purpose of estimating revenues, the monthly income available to the developer is an amount equal to the housing allowance of the senior military member of each household residing on Post, less an allowance for utilities, and renter's insurance.

7.0 NEED FOR MILITARY HOUSING PRIVATIZATION INITIATIVE AUTHORITIES (MHPI)

Some of the legislative authorities provided by the MHPI may be necessary for the financial viability of the Fort Benning project. The development partner may recommend use of any of these authorities.

8.0 CURRENT INVENTORY OF FAMILY HOUSING:

The following table depicts the Fort Benning family housing inventory as designated by grade and bedroom count as of November 2003.

GRADE	2BR	3BR	4BR	5BR	TOTAL
GFOQ	0	0	1	1	2
SGOQ	0	76	9	0	85
FGOQ	0	73	22	0	95
CGOQ	0	209	160	0	369
SNCOQ	0	141	313	9	463
JNCOQ	504	1,924	557	0	2,985
TOTAL	504	2,423	1,062	10	3,999

The following table depicts the Camp Merrill, Porter Village (Dahlongega) family housing inventory as designated by grade and bedroom count as of November 2003.

GRADE	2BR	3BR	4BR	5BR	TOTAL
GFOQ	0	0	0	0	0
SGOQ	0	0	0	0	0
FGOQ	0	0	1	0	1
CGOQ	1	0	1	0	2
SNCOQ		4	4	0	8
JNCOQ	15	11	3	0	29
TOTAL	16	15	9	0	40

GFOQ – General/Flag Officer Quarters
SGOQ – Senior Grade Officer Quarters
FGOQ – Field Grade Officer Quarters
CGOQ – Company Grade Officer Quarters
SNCOQ – Senior Non-Commissioned Officer Quarters
JNCOQ – Junior Non-Commissioned Officer Quarters

The following table lists the construction dates of the family housing inventory at Fort Benning. There are 493 historic units on the installation, as marked by the * below.

YEAR BUILT	GRADE	2BR	3 BR	4 BR	5 BR	TOTAL
1918*	GFOQ	0	0	0	1	1
1923*	SFOQ	0	9	0	0	9
1923*	FGOQ	0	33	0	0	33
1923*	CGOQ	0	49	0	0	49
1923*	SNCOQ	0	8	0	0	8
1924*	CGOQ	0	1	0	0	1
1930*	CGOQ	0	10	0	0	10
1930*	JNCOQ	10	0	0	0	10
1931*	JNCOQ	72	18	1	0	91
1932*	JNCOQ	1	0	0	0	1
1934*	GFOQ	0	0	1	0	1
1934*	SGOQ	0	65	9	0	74
1934*	FGOQ	0	40	22	0	62
1934*	CGOQ	0	33	0	0	33
1934*	SNCOQ	0	15	0	0	15
1935*	CGOQ	0	96	0	0	96
1950	JNCOQ	0	80	0	0	80
1952	JNCOQ	101	143	0	0	244
1957	JNCOQ	196	580	0	0	776

1957	CGOQ	0	20	0	0	20
1957	SGOQ	0	2	0	0	2
1958	JNCOQ	0	784	0	0	784
1963	CGOQ	0	0	160	0	160
1963	JNCOQ	0	3	132	0	135
1968	JNCOQ	0	30	45	0	75
1969	JNCOQ	0	162	243	0	405
1970	JNCOQ	0	12	4	0	16
1971	SNCOQ	0	112	28	0	140
1971	JNCOQ	0	34	24	0	58
1972	SNCOQ	0	4	0	0	4
1972	JNCOQ	0	78	56	0	134
1973	SNCOQ	0	2	2	0	4
1975	SNCOQ	0	0	283	9	292
1975	JNCOQ	124	0	48	0	149
1979	JNCOQ	0	0	4	0	4
1996	FGOQ	0	0	1	0	1
1996	CGOQ	1	0	1	0	2
1996	SNCOQ		4	4	0	8
1996	JNCOQ	15	11	3	0	29
TOTAL		519	2438	1070	10	4039

The following table lists the construction dates of the family housing inventory at Camp Merrill, Porter Village (Dahlongega).

YEAR BUILT	GRADE	2BR	3 BR	4 BR	5 BR	TOTAL
1996	FGOQ	0	0	1	0	1
1996	CGOQ	1	0	1	0	2
1996	SNCOQ	0	4	4	0	8
1996	JNCOQ	15	11	3	0	29
TOTAL		16	15	9	0	40

		The following table shows the actual assignment of family housing at Fort Benning as of November 2003, and the monthly rental income that the developer could expect.				
Pay Grade	FY03 BAH with Dependents	On - Post Housing				
		2 BR	3 BR	4 & 5 BR	Housing by Rank	Potential Monthly Income (\$)
E1	758	29	99	2	130	98,540
E2	758	66	133	12	211	159,938
E3	758	84	184	22	290	219,820
E4	758	145	379	86	610	462,380
E5	803	56	345	142	543	436,029
E6	913	45	294	253	592	540,496
E7	953	1	67	148	216	205,848
E8	996	0	13	25	38	37,848
E9	1056	0	20	3	23	24,288
WO1	914	0	13	7	20	18,280
O1	815	0	23	22	45	36,675
O1E	961	0	8	5	13	12,493
WO2	971	0	8	6	14	13,594
O2	911	0	30	12	42	38,262
O2E	1015	0	3	2	5	5,075

WO3	1023	0	4	3	7	7,161
O3	1021	0	144	64	208	212,368
O3E	1077	0	11	4	15	16,155
WO4	1069	0	4	0	4	4,276
O4	1145	0	70	23	93	106,485
WO5	1122	0	0	0	0	0
O5	1231	0	50	10	60	73,860
O6	1241	0	29	4	33	40,953
O7	1256	0	0	1	1	1,256
O8	1256	0	1	0	1	1,256
O9						
O10						
TOTAL ASSIGNED:		426	1,931	857	3214	\$2,773,336
TOTAL INVENTORY:		504	2423	1072	3999	\$3,472,172
DIFFERENCE:		78	492	215	785	\$698,836
Weighted BAH per month for assigned quarters**:					\$868.26	
Additional potential monthly income if all habitable, unoccupied house occupied:					237	\$205,778
Total Potential Monthly Rental Income @ Installation						\$3,472,172

* Based on inventory as of November 2003

** Based on historical average of occupancy by rank from Nov 99 to Nov 03.

Pay Grade	FY 03 BAH with Dependents	The following table shows the actual assignment of family housing at Camp Merrill, Porter Village (Dahlonaga) as of November 2003, and the monthly rental income that the developer could expect.				
		2 BR	3 BR	4+ BR	Housing by Rank	Potential Monthly Income (\$)
E3	775	0	0	0	0	0
E4	775	2	2	1	5	3,875
E5	806	3	3	1	7	5,642
E6	908	6	5	2	13	11,804
E7	944	4	1	2	7	6,608
E8	984	0	1	1	2	1,968
E9	1,043	0	0	0	0	0
O1	817	0	0	0	0	0
O1E	952	0	0	0	0	0
O2	906	0	0	0	0	0
O2E	1,001	0	0	0	0	0
O3	1,006	1	0	1	2	2,012
O3E	1,065	0	0	0	0	0
O4	1,136	0	1	0	1	1,136
O5	1,227	0	0	1	1	1,227
TOTAL ASSIGNED:		16	13	9	38	\$34,272
TOTAL INVENTORY:		16	15	9	40	\$36,076
DIFFERENCE:		0	2	0	2	\$1,804
Weighted average BAH per month for assigned quarters:						\$902
Additional potential monthly income if all habitable, unoccupied quarters are occupied:					2	\$1,804
Total potential monthly income at installation:						\$36,076
* Based on inventory as of November 2003						

9.0 COMMUNITY SUPPORT FACILITIES

a. Housing:

1. There are 551 permanent officer units and 3448 permanent enlisted units, each furnished with a stove, dishwasher and refrigerator. There are currently 210 officers, NCOs and enlisted personnel on the waiting list, with an estimated average wait time of 1-to12 months before on-post housing is available. In addition, Dahlonaga has 3 permanent officer units and 37 enlisted homes.
2. Government employees in the Housing Division's Community Homefinding Relocating and Referrals Service (CHRRS) Office provide off-post housing referral services. CHRRS Counselors, located in the Installation's One Stop In-Processing Office, assist military and civilian personnel in locating quality and affordable housing in local communities. A current listing of off-post rental and sales properties is available to customers either in the CHRRS Office or electronically at several housing kiosks located throughout the Installation. (Off-post housing referral services are not provided by local real estate agencies).

b. Transient Housing, Visitor Quarters (VOQ & DVQ) and Guest House:

1. Fort Benning has 1,175 transient units primarily used for personnel attending courses at the U.S. Army Infantry School. These are single rooms with a bath, individually controlled air conditioning and cable television.
2. There are 11 Distinguished Visitors Quarters located in six historic buildings.
3. The Guest House is a modern building that contains 115 rooms available for families under Permanent Change of Station (PCS) orders. Units are available to others on a space-available basis and to visitors of on-post residents. Laundry facilities are free of charge to occupants of the Guest House.

- c. **Unaccompanied Enlisted Personnel Housing (UEPH):** Basic Training housing consists of 7 buildings with each building containing a 1,100-bed space capacity. Building construction varies between 1979 and 1982. Each battalion is responsible for assigning permanent UEPH.

There are 108 apartments for bachelor officers located in 5 buildings, where were constructed in 1953 and renovated in 1991.

There are 26 apartments for senior enlisted bachelors, located in one building, which was constructed in 1953 and renovated in 1991.

d. **Transient Unaccompanied Personnel Housing (UPH), Advanced Individual Trainees (AIT):** Included in One Station Unit Training (OSUT) Basic Training.

e. **Transient Unaccompanied Personnel Housing (UPH), Advanced Skills Trainees (AST):** There are 8 buildings with a capacity of 2,208 bed spaces, which were constructed in 1954. The 11th Regiment is responsible for assignment of spaces.

10.0 FACILITIES/SERVICES

- a. Army Community Service (ACS) provides soldiers, retirees and family members with a centralized source of information, guidance, and assistance in solving personal problems.
- b. Exceptional Family Member Program (EFMP) is a Department of The Army program to assist family members who have various disabilities. The EFMP ensures that family members receive the services necessary to meet their basic needs.
- c. Chapel Activities: Fort Benning's Chapel Services Ministry offers one of the most dynamic religious support spiritual fitness programs in The Army. Activities include diverse and inclusive worship services, an in-depth religious education program, clinical pastoral ministries, spiritually enhanced retreats for a diverse military community of faith, pastoral counseling, family life ministries to enhance family wellness and readiness, and holiday special events.
- d. Child Development Centers: There are three centers on base; located in building 9242, building 1366, and building 1051. The centers are nationally certified Child Development Centers (CDC). Active duty military, DoD civilians and contract employees at Fort Benning are eligible users for this program. The centers also have hourly slots, school age care for children K- 5th grade.
 - 1. The CDC offers childcare for children 6 weeks old to kindergarten age. The combination of top quality facilities, programs and staff makes this the premier childcare facility in the area. The new state of the art center provides all the facilities and equipment needed to meet current and future requirements. Its central location makes drop-off and pick-up convenient for parents. Programs at the center focus on intellectual and social development that helps prepare a child for school.

2. Family Child Care (FCC) is a professional home-based childcare system offering care to children from 6 weeks through 12 years. The program provides high quality care, in-home style setting, with a limited number of children. It offers full day, part day, and hourly, plus extended hours, including 24 hour and long-term care. These home-businesses will continue to operate in the homes after the housing is privatized.
 3. The Teen Center is currently under construction. It does offer after school, evening and weekend activities for 9th to 12th grade youths. Activities include open recreation, workshops, dances, lock-ins, and trips. Pin pong, pool, big screen TV and play station game systems are also available.
- e. Dental Clinics: Fort Benning has three dental clinics to provide care for active duty military personnel. Love Dental Clinic is located in building 9240 on Santa Fe Road, Bernheim Dental Clinic is located in building 2828 on Sightseeing Road, and Salomon Dental Clinic is located in building 3255 on 11th Airborne Division Road.
 - f. Health Services: Martin Army Community Hospital (MACH) is a modern state-of-the-art, 77-bed health-care facility that provides level-three trauma and a family practice residency program. MACH provides a full range of services for inpatient and outpatient care, general medical care to include family practice, internal medicine, and physical therapy. Pharmacy, laboratory and x-ray services are also available.
 - g. Recycling: The center is located in building 4000 on Old Cusseta Road. Curbside pick up is provided to residents of family housing. Containers are provided for recycling of newspaper; clear, amber and green glass; aluminum and steel cans; plastic beverage containers; and milk jugs. Other materials that can be taken to the Recycling Center are used oil, pallets, batteries, tires, cardboard, and office paper.
 - h. Youth Services Program is located in Building 1056, McIver Street. Pre-teen and teens attend this center.
 1. The program provides activities for youth ages 11 to 18 years, designed to provide opportunities for community service, workforce preparation, youth sponsorship, and to enhance leadership development. Some programs available to teens are summer camps, computer lab, job fairs, teen council meetings, sponsorship programs, and volunteer opportunities. Opportunities available to pre-teens include volunteering, sponsorship programs, computer labs, and pre-teen council meetings.
 2. A Sports and Fitness Program is available to youth ages 4 to 15. Programs are age appropriate and are offered on a seasonal basis.

Individual sports offered are golf, tennis and Tae Kwon Do karate. Team sports include baseball, soccer, and basketball.

3. Adventure sports, such as canoe trips, rock climbing, hiking, mountain biking, rafting, and High Adventure camps are offered.
 4. Fort Benning has developed a Family Sports Complex, which includes 4 baseball and softball diamonds, a splash pad, a soccer field and a running track. The project was completed in fiscal year 2000.
- i. Shoppette: There are currently four shoppettes operated by AAFES. The shoppettes are: (1) Main post with approximately 2290 square feet, (2) Harmony Church with approximately 489 square feet, (3) Custer Terrace with approximately 3,066 square feet, and (4) shoppette and class six with approximately 7,732 square feet which carries convenience and small grocery lines in addition to liquor items.

11.0 RECREATION

- a. Automotive Skills and Development Center. The Automotive Skills Center is available for the person who wants to learn new skills by having access to the proper equipment to do minor repairs, or to have your car serviced while you work.
- b. Officer and NCO Clubs. Both clubs provide meeting and banquet facilities as well as lunch programs. The Officer's Club has two rooms that can seat up to 400 in one and approximately 250 to 300 in the other for dinner banquets.
- c. Bowling Centers. The bowling centers are located on main post in building 2785 and in the mall in building 9232. The centers both contain 24 lanes, a pro shop and a snack bar.
- d. Fitness Center. There are 6 fitness centers on post. The Briant Wells Fitness Center at building 933 with a square footage of 38,396; Kefurt Fitness Center at building 9001 with a square footage of 20,322; Outpost Harry Fitness Center at building 9079 with a square footage of 4,723; Audie Murphy Fitness Center in building 2818 with a square footage of 23,142; Infantry Hall Fitness Center in building 4 with a square footage of 9,412; and finally Santiago Fitness Center in building 3350 with a square footage of 23,728. The permanent facilities contain three basketball courts (bleachers to accommodate 1500 spectators, with 500 at each court), 8 racquetball courts, a swimming pool, free weights, a fitness center, saunas and locker rooms. The Audie Murphy Fitness Center contains a basketball court, free weights and a fitness center.

- e. Riding Stables. There are four riding arenas, two dressage arenas with a total of 40 x 120 meters with the western arena being 15 x 50 meters and the jump arena being 30 x 70 meters. There are stalls for 40 private horses.
- f. RV Trailer Camp. This camp provides 85 trailer sites with all hookups available to each site.
- g. Picnic Area. Russ Pond is open to military and civilian activities and group picnics. The area is complete with pavilions, horseshoe pits, bathrooms, Frisbee golf and a children's playground.
- h. Outdoor Equipment Checkout. This facility rents outdoor equipment to all residents on post. Campers, boats, bikes, camping equipment and BBQ grills are all available for rental.
- i. Golf Course. There are two 18-hole golf courses on post. These courses are available to the public as well as authorized ID cardholders.
- j. Fort Benning Dinner Theatre. The dinner theatre is located in building 9079 in the Kelly Hill Recreation Center and is currently under renovations.
- k. Swimming Pool. The Fort Benning swimming pools are open from Memorial Day weekend through Labor Day. Pool facilities include diving boards, a kiddie wading pool, beach chairs, umbrellas and a shower and bathhouse.
- l. Tennis. Three surfaced tennis courts are available to military and civilian personnel. All are lighted, allowing for night play.

12.0 SERVICES

- a. Electric: The electrical utility provided to Fort Benning is privatized. Flint Electric owns and operates most of the electrical infrastructure, while Georgia Power owns and operates a small portion of the electrical infrastructure and provides the entire commodity. Georgia Power owns and maintains the infrastructure and provides the commodity Camp Merrill's Porter Village housing area in Dahlonega. The Army pays Georgia Power for this service.
- b. Gas: The gas utility provided to Fort Benning is privatized. Atmos Energy owns and operates the gas infrastructure and provides the commodity. Georgia Natural Gas owns and maintains the infrastructure and provides the commodity for Camp Merrill's Porter Village housing area in Dahlonega. The Army pays Georgia Natural Gas for this service.
- c. Water and Wastewater: Water and wastewater is provided by Fort Benning. A privatization solicitation is underway for water and wastewater systems. The City of Dahlonega provides water and wastewater service to Porter Village housing

area through an MOA between the city and Fort Benning. The Army pays the City of Dahlonega for this service.

- d. Time Warner Cable Company is the primary provider of cable television service to Fort Benning, and Bell South Company provides the communications (telephone) infrastructure and service.
- e. Landfill Operations: Fort Benning has ceased operating landfills on post, however they still monitor closed landfills.
- f. Refuse Collection: SiNor Corporation holds the contract to provide refuse collection services. SiNor collects household refuse, yard waste, and recyclable items weekly.
- g. Fire Protection: The Fort Benning Fire Department operates from three stations located in Building 10600 Custer Road, Building 9 Main Post and Building 2452 Airfield and consists of 3 engine companies at each site; 1 ladder truck; 2 rescue units; 1 HAZMAT unit; 2 command vehicles; and administrative offices. The Fire Prevention Section is located in Building 18. The family housing portion of this service will be reimbursed from project funds. Fire protection for Camp Merrill's Porter Village housing area in Dahlonega is provided by the City of Dahlonega through an MOA between the city and Fort Benning. The Army pays the City of Dahlonega for this service. The fire department has Mutual Aid Agreements with local communities for fire protection and HAZMAT responses.
- h. Police Protection: The Fort Benning Law Enforcement Command conducts police operations from Building 215. Services include policing operations, patrols, general investigations, game warden, traffic accident investigations, Schools Resource Officers, community oriented policing, K-9, and training. Police operations utilize sedans, motorcycles, all terrain vehicles (ATVs) and bicycles in its patrolling operations. The Law Enforcement Command works closely with local law enforcement agencies when their services are required. The portion of these services attributable to family housing will be reimbursed to the Installation from project funds. Police protection for Camp Merrill's Porter Village housing area in Dahlonega is provided by the City of Dahlonega through an MOA between the city and Camp Merrill. The Army pays the City of Dahlonega for this service.

13.0 INSTALLATION BUILDING GUIDELINES

- a. Architectural Style: Prospective Partners are encouraged to use their ingenuity and innovation in the planning and development process. However, they are expected to propose plans that are compatible with the existing architectural and design guidelines. New construction within the National Historic Landmark District or adjacent to existing properties eligible for the National Register of Historic Places must be designed to be compatible with the existing housing.

- b. Height: New construction should not exceed two stories.
- c. Americans with Disabilities Act: The developer and the Community Development and Management Plan must meet the requirements of this act. Based on Army regulations, both new construction and revitalization projects will include the requirement that five percent of the dwelling units in the project will be accessible for, or readily and easily modifiable for, use by persons with disabilities. This requirement must be addressed in all such projects until at least five percent of the installation's total inventory meets accessibility requirements.
- d. It is our desire to assure that housing occupied by military families fully meets the needs of all family members, including those with disabilities. As a matter of policy, provide a level of accessibility in the housing that meets the requirements under laws such as the Architectural Barriers Act, the Americans with Disabilities Act, and the Fair Housing Act, whether those laws apply or not meeting the stricter requirements of Uniform Federal Accessibility Standards (UFAS) and Americans with Disability Act Accessibility Guidelines (ADAAG).

14.0 ENVIRONMENTAL CONSIDERATIONS:

- a. The housing areas proposed for this project are thought to be suitable for the intended development. An Environmental Baseline Survey (EBS) will be prepared and will be available to the partner during the development of the CDMP.
- b. The majority of housing units at Fort Benning were constructed when asbestos-containing materials and lead-based paint were widely used. These materials are still present in the houses and will require abatement during renovation work or appropriate legal removal during demolition. The Partner must assume that all housing areas contain lead-based paint and asbestos by HUD definition.
- c. An Environmental Assessment (EA) of the land and improvements will be required prior to the implementation of the project. The EA will be developed by The Army in conjunction with the preparation of the CDMP, and will comply with the provisions of the National Environmental Policy Act (NEPA). The partner will be responsible for the payment of all costs associated with performing any necessary additional environmental studies to prepare the CDMP or to obtain project financing.
- d. Construction is allowed after assuring NEPA compliance, reviewing encumbrance restrictions and conditions, and obtaining all applicable permits for construction activities. For example, general encumbrances may involve preparing NEPA documents and securing digging permits for subsurface mechanical construction or exploration activities.

- e. Chlordane, a historically commonly used pesticide, was applied for its intended purpose in family housing prior to the ban on its usage. Chlordane residuals should be considered present in the soils adjacent to the housing units.
- f. Due to Fort Benning's warm and humid weather conditions and lack of adequate bathroom and kitchen ventilation, common indoor molds are frequently found.

15.0 OTHER CONDITIONS

- a. Jurisdiction: Fort Benning will maintain exclusive federal jurisdiction over the majority of the real estate within the borders of the Installation. Some real estate within the borders of the installation, although Army-owned, is under state jurisdiction and will remain as such. All of the existing and future housing areas within Fort Benning fall under exclusive federal jurisdiction.
- b. Fire and Police Protection: Fort Benning will provide police and fire protection for the Fort Benning housing areas to be reimbursed by the project. The AFH portion of this service will be reimbursed from project funds. Fire and police protection for Camp Merrill's Porter Village housing area at Dahlonaga are provided by the City of Dahlonaga through an MOA. The Army pays the City of Dahlonaga for this service and the project will pay for the housing portion.
- c. Installation Controls: The following controls will be retained by the installation:
 - 1. Security of the installation
 - 2. Fire and police protection
 - 3. Authority to withdraw authorization to reside on-post
 - 4. Authority to negotiate use of escrow accounts with partner
 - 5. Housing grade categories and the designation of family housing
 - 6. Designation of key and essential positions
- d. Rent Methodology: The maximum allowable income to be derived from occupancy of family housing is not to exceed the sum of the on-post military members' BAH, less an amount sufficient to cover average utility usage and renter's insurance. Military members are not expected to expend out-of-pocket funds to reside in family housing provided by the developer as long as their utility consumption is not such that it exceeds the amount set aside to cover average utility usage.
- e. Community Amenities: Community amenities are those generally provided in a typical housing development such as community centers, child care centers, playgrounds, ball fields, tennis courts, swimming pools, jogging trails, and other recreational facilities. The developer is to provide such amenities as part of the replacement and construction portion of the project. The developer may help operate, maintain, and staff these facilities in collaboration with existing government programs or to augment such programs. Developers should take

care to differentiate between ancillary facilities that are appropriately funded by the BAH revenue stream and commercial / retail / MWR activities.

- f. Storage Facilities: Typically, military families accumulate items from around the world that require storage and accessibility, more so than the typical American family. The developer is to provide adequate space near family housing units.
- g. Construction Sites: Fort Benning will identify adequate and appropriate land on which the developer will commence construction of new housing units.
- h. Metes and Bounds: Housing areas and surrounding available land within the housing areas to accommodate revitalized neighborhoods will be clearly identified. A metes and bounds survey will be conducted and a copy provided to the partner during the development of the CDMP.
- i. Historic Housing: Fort Benning historical family housing consists of properties, which are considered historically significant, and on the National Register of Historic Places or are eligible for the Register, as well as contemporary properties that are not eligible. These properties are located in distinctly identifiable areas as follows:
 - 1. East Main Post – 391 Officers Quarters constructed between 1931 and 1934. All are contributing elements to the National Historic Landmark District. These units are one and two story buildings.
 - 2. Indianhead Terrace – 18 Single-family quarters, constructed in 1931 are contributing elements to the District. All units are one-story buildings.
 - 3. West Main Post – 1 plantation house built in 1918 (Commanding General's Quarters) and 83 one-story single-family quarters constructed in 1931 with the design taken from the Quartermaster's standardized plans. All are contributing elements to the District.
- k. Installation and Facility Access: Fort Benning has seven control points accessible by vehicles. Access to the installation, including housing units, is generally limited to military members, visitors, relatives, DoD civilians and contractors. To a limited extent, the public may be authorized access to community facilities. Fort Benning will establish, on a case-by-case basis, in coordination with the selected developer, the conditions that may limit or extend excess to community facilities.
- l. Condition of Property Title: The Army holds fee title to the property upon which the existing family housing is located and to the lands upon which any new family housing may be constructed.

APPENDIX A, PART II

W912DR-04-R-0011

CHATTAHOOCHEE COUNTY, GEORGIA

1.0 COLUMBUS, GA

Columbus is a vibrant and growing city of close to 200,000 people. Besides being the home of the “Best Army Installation in the World” at Fort Benning, Columbus is the corporate headquarters of many of the United States' leading companies such as AFLAC Insurance, Carmike Cinemas, Char-Broil, Total System Services, Synovus and Tom's Snack Foods. Additionally, Columbus is known as the birthplace of Coca-Cola as it was from Columbus the Coca-Cola formula was created. Southern hospitality is alive and well in Columbus. It's a community that takes pride in preserving the past while maintaining a vision for the future.

The Greater Columbus Region, serving a trade area of 586,000 people offers a progressive, business-friendly environment unparalleled by any other community. Consolidated City and County governments streamline regulatory procedures and offer a convenient one-stop permitting process. The region has formed a multi-county partnership—the Joint Development Authority allowing you to reach the entire region with one phone call or a click of a mouse. A wide range of economic incentives offered by state and local governments highlights the pro-business environment of the region. Furthermore, vibrant public-private partnerships demonstrate the unity between the government and the business community.

Located in the middle of the fastest growing region in the entire country, Columbus is only 90 minutes away from the capital city of Georgia, Atlanta; only 4 hours away from the beautiful white sand beaches of Florida and only 3 hours away from the magnificent North Georgia Mountains. Direct flights from Columbus to Atlanta Hartsfield International Airport, the busiest international airport in the world, ensure effortless international travel. In addition, the region's data communications infrastructure is outstanding. In fact, Columbus features more fiber optic lines than any other second-tier city in the State. Abundant capacity for utilities, complements the region's infrastructure.

Columbus has been ranked by Forbes Magazine as one of the “Best Places for Business and Careers.” High standards of living make Columbus not only a great place to work and do business, but also to live and raise a family. Quality education and healthcare, affordable housing, safe streets and an abundance of recreational and cultural opportunities are just a few of the reasons why you will want to call Columbus home.

The Columbus, Georgia Region is a community that has generated more than \$2.9 billion dollars in capital investment and created more than 40,000 new jobs since 1988. Public-private partnerships have been the key to this growth. In this community, you will find leaders working together to advance the Region.

In this pro-business region, public-private partnerships have created many “firsts” for the state and the nation to meet the needs of business. The Intellectual Capital Partnership Program (ICAPP), the first in the nation, is a shining example of partnerships focusing on satisfying the needs of employers in the Columbus Region. This program joined forces with the University System of Georgia to create a cutting edge training program on the Columbus State University campus.

Columbus is located at the center of most of Georgia's major attractions, including nationally renowned Callaway Gardens, Roosevelt's Little White House, and Westville the Village of 1850. Other attractive reasons for Columbus' success include:

- 2,600 quality hotel/motel rooms and numerous meeting facilities.
- Home to the Columbus Riverdragons NBDL, Columbus Wardogs, the South Georgia Waves Columbus Cottonmouths and the Callaway Gardens Steeplechase.
- Columbus' cost of living is lower than the national average.
- The historic Springer Opera House and the new Rivercenter for the Performing Arts regularly feature Broadway shows and concerts. There are also numerous noteworthy museums around the city, including the Columbus Museum of Art, and the Fort Benning Infantry Museum.
- Columbus features an extensive 17-mile river walk connecting the cities of Columbus, Phenix City and Fort Benning.
- Schools: Within the Columbus metropolitan area there are 18 private schools and a public school system. All schools in the public system are accredited by the State Education Agency. The public school system has 52 magnet, middle, and high schools that offer specialized education in several fields including business, health care, engineering and law.

- Higher Education is an integral part of the city as it features five universities/colleges, including:
 - Columbus State University
 - Beacon College
 - Chattahoochee Valley Community College
 - Troy State, Fort Benning
 - Troy State, Phenix City

2.0 HISTORY

On September 18, the Adjutant General directed that the Infantry School of Arms with all personnel, property and equipment move to Columbus, Georgia by October 1, 1918. The first troops from Fort Sill arrived on October 6, 1918, and occupied a temporary camp three miles east of town on Macon Road. The next day the camp was officially opened. At the request of the Columbus Rotary Club, the camp was named in honor of Confederate General Henry Lewis Benning, a Columbus native many thought was the area's most outstanding Civil War officer.

The search for a permanent location for the camp settled on a plantation site south of Columbus owned by Mr. Arthur Bussey. The 115,000 acres of land featured the kind of terrain considered ideal for training Infantrymen. The plantation would serve as the core of the camp, and the large frame house, known as Riverside, would serve as quarters for a long line of commanders.

After years of struggling for appropriations and attention from the makers of Army policy, Benning enjoyed a construction boom in the mid-1930s as a result of federal work projects during the great depression. The boom continued into the 1940s with the eruption of war in Europe. Troop strength swelled with the arrival of the First Infantry Division and the establishment of the Officer Candidate School and Airborne training.

The trend of instruction at the Infantry School became increasingly combined-arms oriented. In 1963, the 11th Air Assault Division was formed at Fort Benning to test the air assault concept that led to the airmobile concept of the First Cavalry Division.

As the post proved its significance locally, it also began to make its mark nationally in the quality of the leaders it produced. The Infantry School has either trained in its officer courses or honed in its command structure some of the nation's most prominent military figures. Leaders like five-star generals Omar Bradley, Dwight Eisenhower, and George Marshall and others like George Patton and Colin Powell learned their craft at Fort Benning.

With the Infantry as the nucleus, Fort Benning has added other very significant missions as the years progressed. Among them, Airborne School, where soldiers learn to engage in battle from the sky; Ranger School, where soldiers learn advanced tactics and warfare skills. The 29th Infantry Regiment teaches Soldiers how to operate and maneuver the Bradley Fighting Vehicle in combat. Fort Benning's 36th Engineer Group has been at the forefront of the Army's post-Cold War mission of providing aid and Fort

Benning is on the cutting edge of future technology, with BattleLabs shaping the way the military of the 21st Century will fight its wars.

Generals and privates alike have shared the experience of learning the art of soldiering at the Home of the Infantry. They also share the heritage that has evolved over the years to make our troops and our post second to none.

3.0 HOUSING FACTS

There are 111,341 housing units in the metropolitan statistical area. The median price of a single-family home in Muscogee County is \$115,362. There are 5436 housing units in the Camp Merrill Military Housing Area (MHA) area and the median price of a single-family home in this area is \$126,000.

4.0 BUSINESS FACTS

Columbus provides a dynamic environment for business in a community with a variety of educational, cultural, and recreational resources. The economy of Columbus is a healthy mix of business services, manufacturing, health care, communications, corporate and regional offices, government, and the convention/tourism industry. Columbus businesses benefit from the City's proximity to Atlanta the major hub of the Southeast U.S.

Leading Employment Sectors

Nonagricultural Employment – Columbus 2003, November

Sector	Number Employed	Percent
Administrative	40,071	16.0%
Professional	34,436	13.75%
Services	32,558	13.0%
Sales	31,306	12.5%
Laborers	10,018	4.0%
Production	27,549	11.0%
Transportation, Material Moving	10,769	4.5%
Executive/Managerial	22,540	9.0%
Precision Production & Craft	32,558	13.0%
Farming, Forestry, Fishing	5,009	2.0%
Miscellaneous	3,130	1.25%
TOTAL	249,944	100.0%

5.0 DEMOGRAPHIC INFORMATION

Labor Force Employment, Civilian

Employed Civilians	250,449
Not in Labor Force	167,889
Employed in Armed Forces	22,764
Unemployed Civilians	20,640

Demographic Data Source:

Columbus Chamber of Commerce Website